United Nations system CEB/2014/1

Chief Executives Board for Coordination

28 July 2014

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First regular session of 2014
Rome, 8 May 2014

Summary of conclusions

I. Introduction

1. The first regular session of the United Nations System Chief Executives Board for Coordination (CEB) for 2014, chaired by the Secretary-General and hosted by the International Fund for Agricultural Development (IFAD), was held at IFAD Headquarters in Rome on the morning of 8 May 2014.

2. Following the conclusion of the session, in the afternoon the Board held its third review of the implementation of the Millennium Development Goals at the country level and heard a short briefing on the Secretary-General's agenda for climate change, leading up to the Climate Summit to be held on the margins of the General Assembly in September 2014.

3. On the morning of 9 May, after an audience with Pope Francis, the Board held a brief private meeting and considered political issues on the agenda of the United Nations. A retreat was held in the afternoon, at which the executive heads had an exchange of views on the post-2015 process, with a particular focus on the fitness for purpose of the United Nations system.

4. The present report covers the outcome of the formal session of the first regular session of CEB for 2014.

5. The agenda of the formal session was as follows:

1. Reports of CEB high-level committees:
   (a) High-level Committee on Management
   (b) United Nations Development Group
   (c) High-level Committee on Programmes
   (d) Briefing on UN-Water.
2. Issues of system-wide concern: financing for sustainable development.
3. Other matters:
   (a) United Nations Environment Assembly
   (b) Climate Summit
   (c) Dates and venues of future sessions.

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II. Reports of High-level Committees

6. Before starting this item, the Secretary-General offered his highest praise to Kevin Kennedy, who had served as Acting Under-Secretary-General for Safety and Security since January 2013 and who would shortly be leaving the United Nations system.

7. The Secretary-General emphasized the able leadership of Mr. Kennedy as Chair of the Inter-Agency Security Management Network of the High-level Committee on Management. The entire United Nations system had benefited from his work. His tenure had coincided with some very perilous circumstances, including the war and the chemical weapons operation in the Syrian Arab Republic, volatility in the Central African Republic and unprecedented civilian protection efforts in South Sudan. The safety and security of United Nations staff had always been his first and foremost concern, as staff members carried out their life-saving work in dangerous circumstances.

8. The Board thanked Mr. Kennedy for his dedication and professionalism.

A. High-level Committee on Management

9. On behalf of the Chair of the High-level Committee on Management, the Vice-Chair introduced the report on the twenty-seventh session of the Committee, held on 3 and 4 April 2014 at the office of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Venice, Italy.

10. The briefing focused on four main areas of activity: work of the United Nations system in high-risk environments; the review of the United Nations compensation package being undertaken by the International Civil Service Commission (ICSC); innovations in United Nations business models; and organizational resilience. The Vice-Chair also informed the Board that the Committee had launched a discussion on its contribution to the CEB reflection on the fitness for purpose of the United Nations system in supporting Member States in the transition to a post-2015 development agenda, noting that this would be the subject of a briefing at the CEB retreat.

11. The Vice-Chair reported the decision taken by the Committee to launch a reflection, five years after the endorsement by CEB in 2009 of the "how to stay" principle, on how to achieve an appropriate balance between carrying out the essential work of the United Nations system in high-risk environments and preserving the safety and security of staff delivering in those environments. The discussion of the Committee on this subject was informed by a paper prepared by the Department of Safety and Security entitled "Reconciling the duty of care for United Nations personnel while operating in high-risk environments".

12. The Vice-Chair recalled that, in his presentation, the Acting Under-Secretary-General for Safety and Security had described how the security environment had changed over the past five years. Never before had the United Nations remained operational in such a significant and sustained manner in areas or countries of armed conflict. The "how to stay" approach had been further bolstered by the adoption of the "Rights up front" initiative. In this environment, it was critical for the United Nations system to continue to improve policies, operational tools and administrative

procedures to enable operations to take place in high-risk situations, while meeting its duty of care for staff members.

13. The discussion in the Committee had covered multiple issues: the sustainability and predictability of funding to provide more consistency in the application of security measures, the profiles of security personnel, staff training and mobility policies and so on. Those issues were also interlinked with standards of medical care (including the quality of medical doctors employed) and medical emergency response structures. The Committee had also acknowledged that the psychological dimensions were very important and needed to be examined, and that issues related to staff welfare in highly dangerous or stressful environments were in need of closer attention.

14. The Committee had decided to establish a working group, to be chaired by the Under-Secretary-General for Safety and Security, to undertake a comprehensive review of the security, medical and managerial issues that had emerged from the discussion. Such a review should be informed by the suggestion that "how to stay" may no longer be the right question, but rather that consideration should now be given to "how to deliver". That discussion would go well beyond security to encompass United Nations business models and the compensation for staff serving in very difficult security environments.

15. The Vice-Chair then noted that the Committee was actively and directly engaged in the review being undertaken by ICSC of the staff compensation package, which Member States, staff and administrations alike were watching with keen interest, in light of its potentially significant impact on the future of organizations in the United Nations system.

16. The Vice-Chair recalled that, at its last meeting, CEB had approved a statement in which the Board had outlined its expectations of the ICSC review. The primary objective was to support the ability of organizations to sustainably deliver a broad spectrum of programmatic activities through different business models in the multitude of geographic locations where the United Nations system operates. To this end, the system needed a competitive compensation package that enabled organizations to attract and retain high-calibre staff. That package should be modern and simplified and have lower transaction costs than the current complex system.

17. The Secretariat, the funds and programmes and the specialized agencies were working together to develop a view of the main areas of common ground and the issues that required further discussion. The success of the ICSC review would depend on the continued ability of organizations in the system to collaborate intensively to generate concrete suggestions and provide data, as well as on the inclusiveness and openness of the process.

18. The Vice-Chair indicated that the Committee was placing a high priority on redesigning and innovating United Nations business models and on piloting many successful initiatives in a wide range of business operations — human resources, finance, information technology and procurement — based on the best practices of public sector management. All those initiatives were being implemented within existing rules or with slight modifications, and needed to be brought up to scale. The collaboration between the members of the Committee was delivering savings, resulting in higher quality services and developing a culture of collective action and cooperation (which could spill over into programmatic areas). Most importantly, the joint initiatives were introducing new ways of doing business.

19. The enterprise resource planning interoperability feasibility study mandated by the quadrennial comprehensive policy review was in the process of being launched under the leadership of the Secretary-General of the International Telecommunication Union (ITU), as Chair of the Information and Communication Technology (ICT) Network. The study would seek to assess the challenges and opportunities of the interoperability of enterprise resource planning across existing systems in use by organizations and analyse the barriers to inter-organizational operability, of which enterprise resource planning was a key component.

20. Finally, the Vice-Chair noted that the Committee was engaged in the development of a common system-wide organizational resilience policy, based on the organizational resilience management system developed by the Secretariat and recently approved by the General Assembly. That was in line with the request by the General Assembly to the Secretariat to take steps to expand the organizational resilience management system to the specialized agencies, funds and programmes.

21. The Vice-Chair noted that that system represented a transformative change in United Nations emergency risk management, consistent with the global trend of developing a comprehensive risk management approach to address the significant and diverse risks faced by the Organization.

22. The initiative was expected to strengthen the common understanding of resilience across the United Nations system and the ability of the organizations in it to work together and deliver in even the most difficult circumstances. The latter was seen as also representing a contribution to the fit-for-purpose considerations of the Board.

23. CEB thanked the Vice-Chair of the High-level Committee on Management for her briefing, took note of progress and endorsed the conclusions of the Committee at its twenty-seventh session.

B. United Nations Development Group

24. The Chair of the United Nations Development Group presented recent highlights of the work of the Group and introduced the report on the meeting of the Group held on 6 February 2014.

25. The Chair noted that the Group was closely involved in a number of important development forums in 2014, including the Open Working Group on Sustainable Development Goals, the Intergovernmental Committee of Experts on Sustainable Development Financing, the third International Conference on Small Island Developing States, the second United Nations Conference on Landlocked Developing Countries, the Development Cooperation Forum of the Economic and Social Council and the first high-level meeting of the Global Partnership for Effective Cooperation, all of which presented important opportunities for collective engagement in the United Nations system. She also highlighted the review of the International Conference on Population and Development led by the United Nations Population Fund (UNFPA). The Executive Director of UNFPA then thanked all agencies, funds and programmes and the Secretariat for their support and encouraged them to ensure that the agenda of the International Conference on Population and Development was kept high on the agenda of the upcoming session of the General Assembly and the ongoing preparation of the post-2015 framework.

26. The Chair of the Group stated that coherent implementation of the quadrennial comprehensive policy review across the system remained a major priority for the Group. When the Economic and Social Council had reviewed progress earlier in the year, Member States had emphasized the need for accelerated implementation and close monitoring and reporting, including on "Delivering as one", harmonization of business practices and the system-wide cost-sharing of the Resident Coordinator system. The need for all members of the Group to contribute in full was reiterated.

27. The Chair of the Group noted that the number of "Delivering as one" countries had increased to 39, as more countries were seeing the benefits of the approach. The Group had invested significant efforts in designing standard operating procedures for "Delivering as one" to ensure that coordination was firmly focused on results and impact and less on process and planning. The Chair stated that the new standard operating procedures were available to be used by all country teams either in full or in part. The United Nations system had a strategic opportunity to reposition itself in this critical way, as country teams were about to develop new Development Assistance Frameworks/"Delivering as one" programmes in over 40 countries in 2014 and in another 40 in 2015.

28. The Chair emphasized that renewed engagement from all United Nations entities and their governing bodies would be required to implement the "Delivering as one" action plan, which outlined 55 actions that needed to be taken at Headquarters, the majority of which were due by 2014, to ensure that the second generation of "Delivering as one" had the intended impact at country level.

29. The Chair further emphasized that the new Delivering Results Together Fund was now fully operational to serve as a global funding facility in support of integrated and coherent policy responses aimed at achieving the Millennium Development Goals and inclusive sustainable development in "Delivering as one" countries. Norway had already made a contribution to the fund and more donors were expected to follow shortly. She noted that the fund would be complemented by a new Sustainable Development Goals Fund launched by Spain, which also supported coherent, joined-up United Nations approaches in support of sustainable development.

30. The Chair noted that the cost-sharing agreement in support of the Resident Coordinator system had entered into effect as planned in January and that all members of the Group, except one, had confirmed their contributions for 2014 either in full or in part. While the funding gap for the current year was manageable, the Chair noted that there was still a larger gap for 2015, for which the Group would continue to raise funds.

31. Reflecting on the engagement of the Group in the first high-level meeting for effective development cooperation in Mexico, the Chair noted that the event had underlined the important paradigm shift from aid to development effectiveness and the need to rethink how aid could have a truly catalytic and strategic impact. Discussions had been marked by a strong emphasis on development cooperation in middle-income countries, private sector engagement, domestic resource mobilization, knowledge sharing and South-South and triangular cooperation. The Chair noted that the forthcoming Development Cooperation Forum of the Economic and Social Council would be an important opportunity to continue the discussion at the United Nations.

32. The Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women thanked the Group for developing a gender equality marker guidance note, which had been designed to guide the development of an effective and coherent United Nations system approach to tracking resources that support gender equality results. As called for by the Secretary-General's Policy Committee, it provided direction for individual entities instituting or improving their gender equality marker systems so that such systems produced comparable data across United Nations entities.

33. The Secretary-General thanked the Chair of the Group for highlighting the second generation of "Delivering as one" and called upon all Principals of the Group and all country teams to support its implementation. In order to become more effective, the United Nations system needed to ensure closer coherence and collaboration across its core mandates at the country level, including the more deliberate integration of human rights through the "Rights up front" initiative, which placed a greater focus on vulnerability on the agenda of the system.

34. The Board thanked the Chair of the United Nations Development Group for her briefing, took note of the progress made and endorsed the report on the meeting of the Group held on 6 February 2014.

C. High-level Committee on Programmes

35. The Chair of the High-level Committee on Programmes introduced the report of the twenty-seventh session of the Committee held at the headquarters of the Economic Commission for Latin America and the Caribbean (ECLAC) in Santiago on 17 and 18 March 2014.

36. He thanked the Executive Secretary of ECLAC for hosting the session and expressed his gratitude to the Special Adviser to the Secretary-General on Interregional Policy Cooperation (and former Chair of the Committee) for facilitating a highly productive joint seminar with the Executive Secretaries of the five regional commissions on the topic of "The contributions of interregional policy cooperation to United Nations system coherence and policy development", which had taken place in the margins of the session.

37. That seminar had emphasized the interest shared by the members of the Committee and the Executive Secretaries in deepening their dialogue on issues that required a more systematic reflection and engagement with and through the regional commissions. The debate had highlighted the important role played by the regional commissions in bringing the universal normative agenda from the global to the country level, particularly in countries where country teams were absent. The Committee also noted the capacity of the regional commissions to generate analyses and data, their role as political conveners and by extension, their catalytic role in articulating emerging regional policy agendas and priorities.

38. Turning to the session of the Committee, the Chair briefly touched on the work of the Committee, to be further discussed at the retreat session of the Board to be held the following day, on the collective ability of the United Nations system to support Member States in the transition to a universal sustainable development agenda — both its articulation and eventual implementation. He commented on the high level of commitment of the members of the Committee in preparing issues papers and emphasized the high level of collaboration among the three pillars of

CEB that, as reflected in the joint *chapeau*, had driven that work forward. To further deepen the work, the Committee had suggested that CEB set forth a time frame for a joint statement as a clarion call to convey the unity of stance of the system on the fundamental elements of the future development framework.

39. The Chair pointed out that climate change continued to be a high priority for the Committee. At its twenty-seventh session, the Committee had renewed for another two years the mandate of its Working Group on Climate Change. Over the biennium 2014-2015, the Group would aim to mobilize more effectively and communicate the collective climate-related knowledge and services offered by the United Nations system in order to generate momentum for an ambitious climate agreement and foster sustained climate action on the ground. As part of this effort, the Working Group was developing a joint United Nations system publication for the Climate Summit to be held in September 2014. The publication would seek to demonstrate how climate action could support sustainable development and deliver socioeconomic benefits, and how the United Nations system was supporting the efforts of Member States in this regard. The Committee would also focus on generating the political will for a climate agreement among a broad range of stakeholders and would explore, in collaboration with the United Nations Development Group, how to strengthen the ability of country teams to provide assistance to Member States.

40. Turning to another important and related focus of the United Nations system in 2014, the third International Conference on Small Island Developing States, to be held in Samoa in September, the Chair noted that the conference represented an opportunity for the system to commit to partnering more effectively with small island developing States to address their unique and urgent needs. The Committee would be presenting to the Board for its endorsement a joint statement from the United Nations system that signalled its strong commitment to the success of the conference and to a more coherent approach to working with small island developing States. He also noted that, as confirmed by the Board at its second regular session for 2013, the CEB secretariat was organizing a high-level side event at the conference on 1 September to demonstrate the commitment and joint contribution of the United Nations system to the sustainable development of small island developing States.

41. With strong system-wide interest and support, the Committee had also taken up a new item: a new urban agenda for the United Nations. It had agreed to establish an ad hoc, time-bound working group to deepen the understanding among the organizations of the system of the key drivers of a new urban agenda and strengthen system-wide coherence and coordination on sustainable urbanization. That initiative was linked to the preparation process for the third United Nations Conference on Housing and Sustainable Urban Development (Habitat III), to be held in 2016, and aimed to develop a coherent system-wide input to the conference in the form of a policy paper on the theme of "Urbanization and sustainable development: towards a new United Nations urban agenda". The policy paper would be presented to the second regular session of CEB in 2015, with a first draft to be considered by the Board at its next session in November 2014.

42. Following up on the mandate given to it by CEB, the Committee had considered and was submitting for endorsement by the Board a synthesis report prepared by the Global Migration Group on follow-up action taken by the United Nations system in

the implementation of the outcome of the high-level dialogue on international migration and development held on 3 and 4 October 2013 in New York.

43. The Chair concluded his presentation by briefly outlining additional work undertaken by the Committee on behalf of the Board, including work initiated by the Environment Management Group on a framework for social and environmental sustainability; progress in mainstreaming work on the Plan of Action for the Least Developed Countries for the Decade 2011-2020; review of the work of UN-Water, UN-Energy and UN-Oceans; and the conclusion of an inter-agency process focused on the issue of a world of 7 billion people.

44. The Chair reiterated the commitment of the Committee to serving CEB in identifying and responding proactively to emerging policy and programmatic issues of concern to the entire United Nations system, with particular attention paid to the post-2015 process. The Committee stood ready to assist CEB in fostering system-wide coherence and addressing, in an integrated manner, the challenges and opportunities faced by the system in defining its own role and contribution within a changed development policy environment.

45. The members of CEB thanked the Chair of the High-level Committee on Programmes for his briefing and endorsed the report of the Committee on its twenty-seventh session, including:

(a) A joint statement by CEB to the third International Conference on Small Island Developing States (CEB/2014/4, annex V);

(b) A synthesis report on follow-up action taken by the United Nations system to the second high-level dialogue on international migration and development (CEB/2014/4, annex VI).

D. Briefing on UN-Water

46. The Secretary-General of the World Meteorological Organization and Chair of UN-Water highlighted major recent initiatives carried out by UN-Water. A priority activity was the preparation of a technical paper on a potential future global goal on water. Entitled "A post-2015 global goal for water: synthesis of key findings and recommendations from UN-Water", recommendations from United Nations system organizations to Member States on specific aspects of a water goal were presented in the paper. Five interlinked targets were proposed, which captured the fundamental importance of water for both humans and the environment. The proposed goal built on existing intergovernmental commitments, including the Millennium Development Goals and the outcome document of the United Nations Conference on Sustainable Development, and served as an input in support of the work of the Open Working Group on Sustainable Development Goals.

47. The Chair also observed that the campaign for World Water Day 2014 on "Water and energy" was a notable success. The campaign, coordinated by the United Nations University and the United Nations Industrial Development Organization on behalf of UN-Water in close collaboration with UN-Energy, reached more than 700 million people through social media. On World Water Day, UN-Water also published, through UNESCO, the World Water Development Report 2014 entitled *Water and Energy*. He further informed the meeting that the campaign in 2015 will focus on the topic of "Water and sustainable development", coordinated by the

United Nations Development Programme. The theme for the campaign in 2016 will be "Water and jobs", coordinated by the International Labour Organization.

48. Finally, the Chair mentioned that the Group was organizing the celebration of World Toilet Day on 19 November 2014 as a milestone in support of the Deputy Secretary-General's campaign to end open defecation.

49. The members of CEB thanked the Chair of UN-Water for the briefing and for his leadership of the organization.

III. System-wide issues: financing for sustainable development

50. In introducing the item, the Secretary-General noted that, as discussions on a post-2015 development agenda advanced, increased attention was being paid to its means of implementation, particularly financing. A renewed global partnership was needed to support the implementation of the future goals and targets of the post-2015 development agenda. He observed that the post-2015 financing framework needed to build on the Monterrey Consensus and the Doha Declaration and integrate the three dimensions of sustainable development in a balanced manner. In view of the large financing needs for sustainable development, resources needed to be mobilized from all sources, national, international, public and private. In addition, innovative financing mechanisms should be further developed to complement more traditional sources of funding.

51. Noting that the United Nations system had an important contribution to make in achieving a new financing framework, he stressed three key action areas requiring further consideration by the Board: close cooperation in support of an appropriate monitoring and accountability framework; coherent engagement with Member States at the national level; and mobilization of the governing bodies and partners of organizations to develop institutional strategies for sustainable development financing.

52. In addition, the third International Conference on Financing for Development, to be held in 2015 or 2016, would be a central venue for advancing a strengthened global partnership for sustainable development, underpinned by a holistic and comprehensive financing framework. The United Nations system had an important role to play in contributing to the success of the conference. In closing, the Secretary-General thanked Queen Maxima of The Netherlands for her personal commitment to this issue as his Special Advocate for Inclusive Finance for Development and for her engagement in the current CEB session.

53. Following the intervention by the Secretary-General, the Deputy Managing Director of the International Monetary Fund provided an economic briefing on the macrofinancial outlook for emerging market economies and sub-Saharan Africa.

54. Global activity had increased during the second half of 2013 and was expected to improve further in the period 2014-2015, largely driven by advanced economies. Activity in emerging market and developing economies was projected to pick up only modestly as they adjusted to a more difficult external financing environment. The renewed increase in financial volatility early in 2014 had highlighted the challenges for emerging market economies posed by the changing external environment. The global recovery was still fragile and downside risks continued to

dominate. Recent geopolitical tensions across the globe could cause disruption in commodity markets and trading routes and trigger volatility in financial markets.

55. The Deputy Managing Director concluded by saying that more policy efforts were needed to fully restore confidence, ensure robust growth and reduce downside risks. Specifically, the advanced economies needed to avoid a premature withdrawal of monetary accommodation; emerging market economies would have to weather turbulence and maintain a high level of medium-term growth; and low-income economies would need to adjust fiscal policies to avoid a build-up of public and external debt.

56. Queen Maxima thanked the Secretary-General for inviting her to join the members of CEB, in her capacity as his Special Advocate for Inclusive Finance for Development, in a discussion on the important topic of financing for sustainable development. She indicated that the implementation of an ambitious post-2015 sustainable development agenda would require the leveraging of different sources of funding, including public, private, domestic and international funds. Cooperation between Governments, traditional donors, the multilateral system, the private sector, non-governmental organizations and civil society would be critical in this regard.

57. Financial inclusion was a cross-cutting enabler for any of the post-2015 focus areas under consideration, including poverty eradication, the empowerment of women, economic growth and employment, sustainable agriculture, food security and nutrition and health. For example, by reducing vulnerability to economic shocks and boosting job creation, financial inclusion could be a key driver for poverty reduction and inclusive economic growth while contributing to greater equality.

58. The Special Advocate for Inclusive Finance for Development emphasized that domestic resources were a critical component of an overall financing framework for the sustainable development agenda. Small and medium-sized enterprises contributed significantly to economic growth and full-time employment. For individuals and businesses, particularly small and fledgling firms, access to financial services such as credit, savings, payments and insurance could unlock innovation, job creation and growth. Ultimately, this would lead to increased mobilization of domestic revenues. However, about 200 million enterprises worldwide lacked adequate access to financing and financial services. That lack of financial inclusion hindered sustained growth, contributed to overall inequality and made it more difficult for countries to raise the domestic resources required to achieve their development goals.

59. In conclusion, the Special Advocate encouraged the organizations of the United Nations system dealing with development to consider highlighting the importance of financial inclusion during the preparations of the 80 Development Assistance Frameworks due during the next two years in support of national development priorities. Such efforts, combined with specific programmatic support from Governments and the United Nations development system, could help advance financial inclusion as countries worked with the United Nations and other partners to implement the post-2015 agenda.

60. In his intervention, the President of the World Bank Group noted that any bold future vision for sustainable development needed to be grounded in the realities of implementation. Every sustainable development goal required the right mix of instruments, ranging from clear implementation plans and policies to effective financing mechanisms, for its successful achievement. In that context, the role of the

private sector in supporting national development objectives needed to be underscored.

61. The President further expanded on this point by stressing that climate finance and development finance needed to be complementary. Both public and private financial flows were indispensable for climate finance, as 80 per cent of the investment required to address climate change would need to come from private sources.

62. He observed that countries had to take the lead in mobilizing domestic resources for development, noting that the domestic resources of emerging and developing economies had grown by 14 per cent annually between 2000 and 2012. Improving taxation capacity, capturing revenues from natural resource wealth, achieving more efficient public spending and curbing illicit financial flows were areas that could provide substantial additional funding for development. Moreover, demonstrating an enhanced capacity to mobilize domestic resources also improved credit ratings and facilitated better and cheaper access to capital markets.

63. In addition, countries needed to strengthen their domestic private and financial sectors. A well-developed and inclusive financial system provided opportunities for small and medium-sized enterprises to grow and create jobs. Echoing a point made earlier by the Secretary-General's Special Advocate for Inclusive Finance for Development, the President stated that financial inclusion would provide poor people with access to much-needed savings, credit and payments services.

64. The President concluded by emphasizing that the purpose and utilization of development aid needed to be rethought. Development aid needed to be used better and become a more effective catalyst in leveraging other sources of financing. Existing levels of official development assistance (ODA) were too low to meet the enormous financing needs of sustainable development. ODA needed to be used more extensively to catalyse mutually beneficial partnerships with the private sector in order to leverage private sector funding in support of transformative development projects. He announced that the World Bank Group was supporting such an approach by increasing its annual lending commitment from about $50 billion today to more than $70 billion over the next decade.

65. Focusing on ongoing intergovernmental processes, the Under-Secretary-General for Economic and Social Affairs recalled that deliberations on financing for sustainable development were currently taking place in several forums, both within the United Nations and beyond. In New York, the Intergovernmental Committee of Experts on Sustainable Development Financing, established in follow-up to the United Nations Conference on Sustainable Development, had been exploring options for an effective sustainable development financing strategy. The Committee had aimed to produce a set of ambitious proposals that would advance the discussion on the mobilization of financial resources and their effective use for sustainable development. In parallel, the Open Working Group on Sustainable Development Goals had been discussing the means of implementation, including financing, for the proposed set of sustainable development goals. Both bodies had been closely coordinating their work and would present their respective reports to the General Assembly in September 2014.

66. In addition, under the auspices of the Economic and Social Council, the 2014 Development Cooperation Forum would address the question of how a new global partnership for development beyond 2015 could be realized. Discussions were also

under way on climate financing. The Under-Secretary-General asserted that ensuring coherence and maximizing synergies among these different financing streams would be a major task in arriving at a comprehensive financing framework beyond 2015.

67. He added that, together, the outcomes of those processes would inform the intergovernmental negotiations on the post-2015 agenda and would provide important inputs to the preparations for the Third International Conference on Financing for Development.

68. Speaking on the issue of public and private resource flows, the Under-Secretary-General stated that funding from the two sources needed to be mutually reinforcing and complementary. The new financing framework would have to address the issue of how to unlock and better utilize a diverse pool of financial resources. He further noted that domestic resource mobilization would be a critical element of public financing. Developing countries faced a range of challenges in raising domestic resources, including weak administrative capacity, illicit financial flows and tax avoidance and evasion.

69. In the view of the Under-Secretary-General, ODA remained a critical component of the future financing mix, particularly for the least developed countries, small island developing States and other vulnerable countries. While the apparent reversal of the recent downward trend was most welcome, ODA flows still fell short of commitments. However, ODA alone would not be sufficient, even if all countries met their commitments. Private investment would play an increasing role in meeting sustainable development needs. Appropriate incentives needed to be put in place in order for the private sector to invest adequately in sustainable development. For those reasons, he concluded, public policies that stimulated investment in public goods, along with public financing, would remain the lynchpin of a sustainable development financing framework.

70. The ensuing discussion, which was moderated by the Deputy Secretary-General, focused on a number of key issues, including the concept of untapped or weakly tapped resources; the need to think beyond ODA; the objective of building a framework that combined national and international actions; the emerging focus on domestic resource mobilization; and the need to overcome existing institutional silos and contradictions.

71. The members of CEB were joined in the conviction that ODA needed to be used to leverage funds from other sources, be catalytic and build capacity. There was also general agreement that financial inclusion was a cross-cutting enabler and a key driver for poverty reduction, equality and sustainable development. Increased access to financial services was an important component of a future financing framework; solutions must focus on people; and access to financing needed to be accompanied by human rights safeguards and supported by appropriate regulation. The role of national postal organizations as providers of financial services, including to the poor and marginalized, was highlighted.

72. The role of trade as an enabler of economic growth was also emphasized, as trade could spur investment, create jobs and reduce inequality. Economic growth in the least developed and other vulnerable countries needed to be fostered through enhanced access to international markets and reduced trade barriers.

73. The United Nations system needed to rethink the role of the private sector in public welfare funding, such as health and education. Innovative approaches were necessary to create incentives (including financial incentives) for public-private partnerships. A mix of public and private funding was viewed by many members of CEB as the model of the future. However, public-private partnerships needed to be scrutinized to ensure that they did not contradict the core values of the United Nations, including the protection of human rights.

74. Private capital, institutional investors (pension and health funds), remittances, sovereign wealth funds, regional financial institutions and South-South cooperation were seen as untapped or weakly tapped resources that should be included in the new financing framework. Addressing illicit financial flows was also cited as an area that required further action.

75. On the broad subject of strengthening domestic resource mobilization, many participants emphasized that taxation (both domestic and global) needed to be increased to fund global public goods. In that regard, enhancing domestic administrative capacity was a precondition in many countries.

76. The role of multilateral development banks should be further enhanced, not just as a source of funding, but as partners in building development capacity at the country level. In addition, the new funding framework must take into consideration that the geography of poverty had dramatically changed in the past 15 years, with 80 per cent of the poor now living in middle-income countries.

77. On the subject of overcoming existing silos, the members of CEB agreed that, in order to be credible, the United Nations system must avoid the contradiction of pursuing development objectives at the expense of environmental goals and must work on climate change. Funding for sustainable development, climate finance and humanitarian aid were interrelated and needed to be explored in an integrated and coherent way. The United Nations system had an important role to play in promoting greater coherence of the work being undertaken on development, humanitarian and climate change issues and in developing a compelling narrative that would weave the different strands together.

78. In his concluding remarks, the Deputy Secretary-General thanked the Special Advocate for Inclusive Finance for Development and the members of CEB for an open and constructive conversation. Pointing out that the level of attention being paid to the issue of financing for sustainable development was expected to rise in preparation for the Third International Conference on Financing for Development, he emphasized the need for a coherent and coordinated response across the United Nations system. The organizations of the system needed to make a concerted effort to lead by example and incorporate the three dimensions of sustainable development into their own strategic and funding frameworks. In addition, efforts would continue to be needed to increase coherence at country level, to overcome institutional silos and jointly engage with a broader range of partners and stakeholders. As the international community moved towards a framework for financing for sustainable development, it must build on the spirit of the Monterrey Consensus in bringing more voices and partners around the table.

IV. Other matters

A. United Nations Environment Assembly

79. The Executive Director of UNEP briefed CEB on the historic first session of the United Nations Environment Assembly, which would take place from 23 to 27 June 2014 in Nairobi. Noting that the Assembly was the highest-level global platform for environmental governance and policymaking, he informed the Board that the forthcoming session would focus on two themes: the sustainable development goals, including sustainable production and consumption, and the trade in wildlife and in timber. He invited representatives of organizations of the United Nations system to participate actively in sessions of the Assembly and looked forward to greeting many members of CEB in Nairobi.

B. Climate Summit

80. The Assistant Secretary-General for Policy Coordination and Strategic Planning briefed CEB on the Climate Summit, to be held on 23 September 2014 in New York, and the outcome of the recently concluded Abu Dhabi Ascent meeting. He informed the meeting that the Summit had two interlinked objectives: to catalyse ambitious action on the ground to reduce emissions and strengthen resilience and to mobilize political will for an ambitious global legal climate agreement by 2015. The outcome of the Summit would take the form of announcements of action to be taken by Member States, civil society, the private sector and the United Nations system. A series of initial announcements, including in the areas of energy, forests, agriculture, cities and short-lived climate pollutants, had already been made at the Abu Dhabi Ascent meeting. That was seen as an encouraging step towards creating political momentum for climate action.

C. Dates and venues of future sessions

81. With respect to the second regular session of CEB for 2014, the Board formally confirmed the dates of 20 and 21 November 2014, to be hosted by the World Bank Group in Washington, D.C.

82. The Board also recalled that the first regular session of CEB for 2015 would be hosted by UNESCO in Paris. Members of CEB would be consulted about the dates for that session later in the year.

83. During luncheon, on behalf of the Board the Secretary-General paid tribute to Navanethem Pillay, who would be leaving her position as the High Commissioner for Human Rights in the summer of 2014.